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TECHNICAL ADVISORY PROGRAMME*
MONITORING AND EVALUATION SYSTEM, 2003-2005

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* The collection and analysis of current data required to present the Executive Board with the most up-to-date information has delayed submission of the present document.

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I. INTRODUCTION

1. This document has been prepared in response to Executive Board decision 2002/3, which requested the Executive Director to submit to the Executive Board at its annual session 2003, a report on a monitoring and evaluation system of the Technical Advisory Programme (TAP). At its first regular session 2002, the Board endorsed the proposed option for the TAP that shifted the emphasis of the UNFPA Country Technical Services Teams (CSTs) towards more strategic interventions, a greater focus on capacity-building and knowledge sharing, and increased reliance on national and regional human and institutional resources. This option also transformed the arrangement with United Nations system partners into a more strategic framework, through the strategic partnership programme.

Background

2. The TAP constitutes the organization's strategy to increase the efficiency, effectiveness and impact of its technical support in reproductive health, population and development, and gender. It does this within the context of the Millennium Development Goals (MDGs) and the UNFPA mandate, which is guided by the Programme of Action of the International Conference on Population (ICPD) and its five-year review (ICPD+5) and reflected in the multi-year funding framework. The TAP is also a key element in implementing the Fund's strategic direction.

3. The TAP is composed of nine multidisciplinary CSTs, each supervised by a Director, with the exception of the CST in Suva, Fiji, where the UNFPA Representative serves as CST Director. The composition and technical skills of each CST respond to the specific needs and capacities of the subregions and regions in which they are located. Their primary responsibility is to provide technical support and to develop capacity at the country level. However, the CSTs also provide a field-based regional perspective and undertake knowledge sharing at organizational and regional levels. The nine teams, together with the Technical Support Division at headquarters, constitute the UNFPA technical advisory system, which provides integrated technical support to the UNFPA programming process.

4. The TAP also includes the strategic partnership programme with partners from the United Nations system. This initiative, a results-based partnership developed according to the priorities of each partner organization, focuses on developing outputs that will improve the effectiveness of UNFPA programmes. The strategic partnership programme will be implemented through project agreements with executing agencies. These agreements will be based on clearly defined outputs and strategies, and will be subject to regular monitoring and evaluation. The final evaluation of the TAP will assess the impact of the strategic partnership programme's outputs on the work of the CSTs.

5. The outcomes of the TAP are: (a) increased national and regional capacity to provide technical support for population and development programmes; (b) increased accessibility and use of technical information, including lessons learned, to improve the effectiveness of national population and development programmes; and (c) improved strategic technical support at key stages of the UNFPA programme cycle, in United Nations system-wide processes, such as the common country assessment (CCA) and the United Nations Development Assistance Framework (UNDAF), and in national development frameworks.

6. The aim of the monitoring and evaluation system is to assess the effectiveness of the TAP in providing strategic technical support. The monitoring and evaluation system will assess the contribution

of TAP outputs to achieving the ICPD goals and the MDGs. The process will begin by monitoring technical assistance *activities*. During the second stage, in 2004, the quality of the technical assistance *results* will be assessed. During the third and final stage, the impact of the TAP, namely, its contribution to achieving the *goals and outcomes* of the UNFPA multi-year funding framework, 2004-2007, will be assessed. The proposed monitoring and evaluation tool described in the annex will be reviewed at the internal TAP meeting in 2003, and changes will be incorporated, if necessary.

7. The system will focus on achieving TAP objectives and will not assess the individual performance of CST advisers. The quality of the technical assistance provided by each CST adviser will be assessed in accordance with the UNFPA performance management system.

II. MONITORING AND EVALUATION SYSTEM

Purpose

8. The purpose of the monitoring and evaluation system is to: (a) monitor the shift in emphasis of the TAP to more strategic interventions and to undertake timely, corrective action when necessary; and (b) determine if the new strategic approach is yielding expected results and contributing to the achievement of UNFPA goals and outcomes, as indicated in the multi-year funding framework.

9. The monitoring and evaluation system defines the results expected at different levels from implementing the TAP. The results include those for which the CSTs are mainly accountable, as well as those to which they are expected to contribute at regional and organizational levels (see annex). The assessment of these results will also provide information on the collaboration of CSTs with country offices and headquarters, as well as with United Nations organizations, regional commissions and other institutions. Thus, effective application of the monitoring and evaluation system will identify factors that either facilitate or hinder the achievement of TAP outputs through the examination of a wide spectrum of UNFPA operations.

10. The CSTs are primarily accountable for producing results at the country level, including: (a) increased national expertise to provide technical assistance in reproductive health, population and development, and gender; (b) increased availability of information on conceptual frameworks and methodologies, lessons learned and on evidence-based recommendations for policy dialogue; and (c) strategic technical assistance at the national policy level and at key stages of the UNFPA programme cycle and in United Nations system-wide processes. At regional and organizational levels, the CSTs are expected to contribute to the development of organizational policies, strategies and technical guides.

Functions

11. The monitoring and evaluation system will: (a) provide a standard, practical tool to collect and analyse data to monitor and evaluate the TAP; (b) provide information to systematically assess the TAP as a whole as well as its individual components, which include nine CSTs and the strategic partnership programme; and (c) allow for timely decisions to improve the implementation of the new TAP approach, based on the analysis of data and information.

Process

12. The coordination of the TAP arrangement is essential in ensuring coherence and in effectively delivering outputs. The main function of the CSTs is to provide country offices with high-quality

technical assistance. UNFPA geographical divisions will ensure that the work of the CSTs supports country programmes effectively. The Technical Support Division of UNFPA will ensure that the technical advisory system responds to the goals and priorities of the organization by providing integrated technical support at all programme levels.

13. The UNFPA programme committee, chaired by the Deputy Executive Director (Programme), will oversee the implementation of the TAP. The programme committee oversees the strategic direction of the Fund and promotes results-based management in UNFPA programme strategies and operations. The programme committee will be responsible for overseeing the implementation of the TAP monitoring and evaluation system and for ensuring that technical assistance trends and emerging needs are integrated into organizational priorities and the work of the CSTs.

14. The monitoring and evaluation process has three components: (a) the collection of information by CSTs on technical support activities, using the monitoring and evaluation tool in the annex; (b) an analysis of this information by CSTs and relevant United Nations organizations to identify strengths and weaknesses and make recommendations for corrective action; the analysis will also include the findings of a midterm review that will assess the quality and usefulness of the TAP outputs; and (c) an external and internal evaluation in the third year of implementation of the TAP, to assess its contribution to the goals and outcomes of the UNFPA multi-year funding framework.

15. Using the monitoring and evaluation tool, the CSTs in each region or subregion will establish mechanisms to collect information about the technical activities they undertake. This will enable UNFPA to assess the annual performance of each CST and the TAP system as a whole.

16. At the annual TAP meeting, chaired by the Deputy Executive Director (Programme), the CST Directors will present an analysis of the technical assistance provided by each CST. The assessment will be based on information collected on each of the CST functions, but will not preclude the presentation of other relevant information. In addition to the CST Directors, participants will include staff from all geographical divisions, the Technical Support Division, the Strategic Planning Unit, the Division for Oversight Services as well as selected UNFPA Representatives from each region.

17. The expected results of the annual review are: (a) an assessment of the performance of each CST as compared to its output-based work plan; (b) a general assessment of the performance of all CSTs; (c) identification of common facilitating and constraining factors, as well as lessons learned, related to the implementation and the management of the new strategic approach of the TAP; (d) an assessment of the effectiveness of the TAP integration into and collaboration with headquarters units; and (e) an assessment of the usefulness of specific outputs agreed upon with United Nations organizations and regional economic commissions.

Assessment

18. There will be both an internal and external assessment of the TAP. UNFPA will conduct the following exercises:

(a) A review in 2004 of the quality, relevance and usefulness of TAP results. This will be part of the TAP midterm review, the results of which will be submitted to the Executive Board at its second regular session 2004;

(b) An independent, in-depth evaluation in 2005. External consultants will conduct the evaluation, which will include inputs from governments, country offices, regional and global partners, UNFPA headquarters, CST Directors and CST advisers. The evaluation findings will be part of the analysis undertaken at the final TAP meeting in 2005;

(c) A final TAP meeting in 2005. The meeting will discuss the overall achievements of the TAP during the period 2002-2005. At this meeting, CST Directors and representatives from United Nations partner agencies and organizations will analyse their contributions to the TAP outputs. The aggregated analysis will determine how the TAP results were able to contribute to the achievement of UNFPA goals and outcomes, as stated in the multi-year funding framework, 2004-2007. The final assessment will provide the basis for developing future strategic directions for the TAP.

III. ANNEX: MONITORING AND EVALUATION TOOL

The CSTs will collect information using this monitoring and evaluation tool, which describes the ***outcomes*** to which CSTs are expected to contribute; the ***outputs*** to be achieved under each outcome; and the ***activities*** required to achieve each output, with respective indicators and means of verification.

Outcomes	Outputs
A. Increased national and regional capacity to provide technical support for population and development programmes	1. Increased number and capacity of regional and national experts and institutions providing technical assistance in reproductive health, population and development, and gender, as part of the CST network
B. Increased accessibility and use of technical information, including lessons learned, to improve the effectiveness of national population and development programmes	2. Improved availability of information for use in developing regional and organizational policies, strategies and technical guides in reproductive health, population and development, and gender 3. Increased availability and promotion of the use of lessons learned and good practices in reproductive health, population and development, and gender by national entities and country offices 4. Improved availability, at both national and regional levels, of relevant information for policy dialogue on national development frameworks in reproductive health, population and development, and gender
C. Improved strategic technical support at key stages of the UNFPA programme cycle, in United Nations system-wide processes, such as the CCA and the UNDAF, and in national development frameworks	5. Increased proportion of strategic missions undertaken annually by each CST

Outcome A: Increased national and regional capacity to provide technical support for population and development programmes

Output 1: Increased number and capacity of regional and national experts and institutions providing technical assistance in reproductive health, population and development, and gender, as part of the CST network

Output indicator: Number of thematic areas in which national experts and institutions provide assistance as part of the CST network

Output means of verification: CST annual reports on technical assistance provided by external consultants and institutions

Activities	Activity indicators	Activity means of verification
Assess regional and national capacity to provide technical assistance	• Assessments conducted by substantive areas	• Assessment reports
Develop effective strategies for capacity development Apply strategies developed for capacity development	• Capacity development strategies developed • Cases where capacity development strategies are being applied	• Strategy documents • Reports (case studies and evaluations conducted by CST advisers or other partners)
Identify, train and assess external consultants to provide high-quality technical assistance to countries	• Substantive areas of training conducted for external consultants • Number of consultants by substantive area who have received positive assessments of their technical assistance	• Training evaluations • Assessment reports by CST Directors and UNFPA Representatives of technical assistance provided by consultants • Consultant roster
Identify national and regional institutions and organizations to form part of the CST network to provide technical assistance	• Number and substantive areas of institutions providing technical assistance in partnership with the CST	• Technical assistance reports from institutions and organizations • Assessments of technical assistance provided • CST reports
Conduct formal and non-formal training for counterparts and experts at national and regional levels	• Number of training activities conducted, by substantive area	• CST adviser mission reports • Assessments of training activities by participants
Advertise and request national counterparts and consultants to undertake South-South cooperation in the region	• Number of technical assistance activities conducted by national staff and/or counterparts	• Technical assistance reports of country offices involved in providing and receiving technical assistance • CST reports

Outcome B: Increased accessibility and use of technical information, including lessons learned, to improve the effectiveness of national population and development programmes

Output 2: Improved availability of information for use in developing regional and organizational policies, strategies and technical guides in reproductive health, population and development, and gender

Output indicator: Increased number of organizational policies, strategies and technical guides produced with CST contributions

Output means of verification: Regional analysis, regional and organizational strategies, policy documents and CST annual reports

Activities	Activity indicators	Activity means of verification
Conduct situation analyses and assess trends, advances and obstacles in relation to regional population, reproductive health, and gender and development issues	• Thematic areas of regional analysis produced • Themes of cross-country analysis produced	• Reports (regional analysis) • Reports (cross-country analysis)
Develop regional and interregional strategies with headquarters and other United Nations regional teams and partners	• Substantive areas of strategies developed with headquarters and other partners	• CST adviser mission reports • Documents and strategies • Headquarters and partner organization reports
Participate in technical and programmatic discussions with other CSTs, headquarters and other organizations	• Substantive areas in which discussions have been undertaken with others	• CST adviser mission reports • Meeting reports
Participate in the formulation of UNFPA policies, strategies and technical guides	• Substantive areas of policies, strategies and guides prepared by headquarters and CST staff	• CST adviser mission reports • Technical Support Division and geographical division reports • Technical and policy documents

Outcome B: Increased accessibility and use of technical information, including lessons learned, to improve the effectiveness of national population and development programmes

Output 3: Increased availability and promotion of the use of lessons learned and good practices in reproductive health, population and development, and gender by national entities and country offices

Output indicator: Number and substantive areas of lessons learned and best practices produced by CSTs

Output means of verification: Documents produced and CST annual reports

Activities	Activity indicators	Activity means of verification
Collect, analyse and share lessons learned and best practices	• Substantive areas of lessons learned and best practices produced and distributed • Substantive areas of lessons learned introduced by CSTs to the UNFPA knowledge sharing system	• Documents produced • CST reports • Knowledge sharing system
Conduct follow-up on the application of lessons learned at national and regional levels	• Substantive areas of national and regional cases where lessons learned produced by CSTs were used for decision-making	• CST adviser mission reports • Annual country programme reviews • CCA and UNDAF reports • UNFPA country programmes • National programmes • Regional programmes • Documents prepared by country offices and or other partners demonstrating use of lessons learned

Outcome B: Increased accessibility and use of technical information, including lessons learned, to improve the effectiveness of national population and development programmes

Output 4: Improved availability, at both national and regional levels, of relevant information for policy dialogue on national development frameworks in reproductive health, population and development, and gender

Output indicator: Increased number of evidence-based recommendations for policy dialogue in priority areas at country and regional levels

Output means of verification: Documents with policy recommendations and CST annual reports

Activities	Activity indicators	Activity means of verification
Participate in the testing and validation of replicable approaches and experiences	• Substantive areas of approaches tested and validated	• Validation reports • Evaluation reports
Prepare strategic analysis for policy dialogue	• Substantive areas of analysis produced for policy dialogue	• Documents and analysis
Participate in policy dialogues at national and regional levels with evidence-based arguments	• Countries, regional forums and substantive areas where CST has participated in policy dialogues	• CST adviser mission reports • Evidence-based arguments used
Conduct evidence-based advocacy activities	• Substantive areas of advocacy activities based on evidence undertaken	• CST adviser mission reports • Evidence-based arguments used • Documents including recommendations

Outcome C: Improved strategic technical support at key stages of the UNFPA programme cycle, in United Nations system-wide processes, such as the CCA and UNDAF, and in national development frameworks

Output 5: Increased proportion of strategic missions* undertaken annually by each CST

Output indicator: Proportion of strategic missions undertaken annually by each CST

Output means of verification: CST annual reports

Activities	Activity indicators	Activity means of verification
• Undertake missions to support key stages of the programming cycle (MDGs, CCA, UNDAF, country programme formulation, annual reviews and country programme evaluations)	• Number of missions in support of different stages of the programming cycle	• CST adviser mission reports • Programme documents
• Undertake missions to support national programmes and frameworks (poverty reduction strategy papers, sector-wide approaches and others)	• Number of missions in support of national programmes and frameworks	• CST adviser mission reports • National reports and documents

*Strategic missions are those with a potential national or regional impact, conducted at key stages of the programming process or in the context of national and regional frameworks.